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ABSTRACT

A practicum was designed to keep an after-school and evening youth center in operation in spite of the loss of the main source of financial support (i.e., the contributions of the founding church). The program director, youth ministries director for an urban parish, sought additional support and implemented various strategies to keep the program going. She appealed to government sources, sought corporate funding, and petitioned community organizations. Fundraising activities and the recruitment of adult and youth volunteers supported continuation efforts. Networking and participation in a coalition of different agencies broadened the program's base of support. Results of the implementation effort were positive. The program continued to benefit local youth. Funding and the sources of funding increased, and the volunteers became definite contributors to the success of the program. Support has been tentatively secured for the subsequent fiscal year, and plans to enhance and strengthen the program are being made. Six appendixes present supplemental information, including attendance and volunteer sign-in sheets, an account sheet for funding sources, and some public relations materials. Two tables present practicum information. (Contains 15 references.) (Author/SLD)

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Maintaining an Effective After School/Evening Youth Program When the Main Source of Financial Support was Discontinued By Obtaining Assistance from Government Agencies, Private Sources, Community-Based Organizations, and Volunteers

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A Practicum II Report Presented to the Ed.D. Program in Child and Youth Studies in Partial Fulfillment of the Requirements for the Degree of Doctor of Education

Nova University

1994

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PRACTICUM APPROVAL PAGE

This practicum took place as described

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June 24, 1994
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This practicum report was submitted by Annette Frances Hall under the direction of the adviser listed below. It was submitted to the Ed.D. Program in Child and Youth Studies and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Nova University.

Approved:

August 4, 1994
Date of Final Approval of Report

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ABSTRACT

Maintaining An Effective After School/Evening Youth Program When the Main Source of Financial Support was Discontinued By Obtaining Assistance from Government Agencies, Private Sources, Community-Based Organizations, and Volunteers.
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Youth Center/After School/Evening/Urban/Homework/Resource Room/Recreation//Community Involvement/Volunteers/Youth/ Adults/Parents/Fund Raising/Funding Sources/Networking/

This practicum was designed to keep an after school/evening youth center operational in spite of losing the main source of financial support. Before implementation, the youth center was in jeopardy of closing; or at best, severely reducing programmatic activities, and the number of days it was accessible to the neighborhood youth.

The writer developed and implemented different strategies. She appealed to various government sources, sought corporate funding, and petitioned community organizations. She also engendered limited fundraising activities and recruited adult and youth volunteers. She networked with other groups and joined a coalition of different agencies in order to broaden the program's base of support. Before implementation, the writer received the approval of the parish team, the support of the pastor, and a firm commitment from the assistant director to help. She also attended grant writing workshops. During execution, she solicited the help of others who served as consultants.

The results of the implementation were positive. The youth center continued as a quality program for neighborhood youth. Funding sources increased, and the volunteers were definite contributors to the success of the program. For the subsequent fiscal year, funding sources have been tentatively secured to maintain operations, and plans have been put forth to enhance the program and solidify a stronger base of support.

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CHAPTER I

INTRODUCTION

DESCRIPTION OF COMMUNITY

Community Board

The youth program is a non-profit organization. It is sponsored by a local religious parish. The youth program is located in a large metropolitan area that is further sub-divided into a community board.

The multicultural community board has a total population of 102,000 people. Of that number, approximately 48% of the population are white Non-Hispanic, 15% Black Non-Hispanic, 25% Hispanic, and the remaining 12% either Asian-American/Eskimo/Native American. The youth in the community board comprise 20% of the population.

Besides the cultural mix, the socio-economic situation in the community board is also diverse. There are 13,000 people on public assistance with an additional 2,500 residents eligible for food stamp assistance. There is a sizable blue collar population, and a considerable number of professional middle class and upper middle class residents.

However, the statistics do not illustrate the latest changes in the composition of the community. The middle and upper classes are moving from the neighborhood to distant locations. Recently, several zones within the community were identified as poverty zones and eligible for additional government funding. Several community agencies are advocates for additional housing to address the housing shortage for lower income residents. Some churches provide free lunch to senior citizens. One local organization has a soup kitchen and provide other services to the indigent who live in the neighborhood.

The housing structures in the neighborhood are as diverse as the residents. There are approximately 47,000 housing units. Of that number, there are two large housing projects, a few other elevated buildings, several hundred walk-up homes, 5000 one-two family homes, and a large number of condominiums and cooperative apartments.

Within the boundaries of the community board, there are also other conspicuous contrasts. There are several parks. Some of them are as small as a quarter of a city block. Others encompass the area of two square city blocks. One, the largest in the neighborhood, is 526 acres of woodlands, lakes, and meadows. On a normal day, each of the parks is filled with the laughter of children and adults involved in everything from ball playing, to kite flying, to barbecuing under trees, and sitting on benches playing checkers, chess,

or dominoes.

Enclosed within the community board are several thoroughfares for shopping, complete with various ethnic restaurants, boutiques, bodegas, national grocery chains, and small variety and discount stores. However, the divergence in the avenues is very noticeable. On some avenues, the streets are lined with trees, specialty shops, and banks. One would say they were a walker's paradise. On other avenues, there are abandoned store fronts and apartment houses, small discount stores, noticeable illegal drug activity, and a concentration of lower income residents (Asherman & Miles, 1993).

Parish

The parish has a membership of 700 families. Although the parish is actually a microcosm of the larger community board, the ethnic percentages differ somewhat from the larger community board. In the parish, the white Non-Hispanic population comprises 65% of the membership, the Hispanic population is a total of 20%, the African-American/Caribbean Black community comprise 10%, and the remaining membership are either Asian-American or Native American. The parish, like the surrounding community, is experiencing a decrease in middle income residents and is encountering a greater number of requests for supportive services by the remaining residents and the newer arrivals.

Writer's Work Setting and Role

The pastor is the executive administrator of the parish. He is supported by an associate pastor and ministers, or directors who are responsible for coordinating, managing, and supervising the various outreach programs for the parishioners and neighborhood residents.

The outreach programs benefit the young, the old, the poor, the rich, the sick, and the healthy. They include a senior citizen's center, a food distribution program, an AIDS outreach support team, various dependency support groups such as Narcotics Anonymous, Alcohol Anonymous, and Gamblers' Anonymous groups. An elementary school, a spiritual growth program, and a youth program are also incorporated in the parish programs.

This writer is the director of youth ministries for the parish. She is responsible for organizing, developing, and implementing diverse activities for the youth in the neighborhood. Her background working with young people is extensive. She came to her present work location nine years ago from a high school special education setting where she was a teacher trainer. Previously to that position, she worked in several other diverse educational environments including elementary, junior high schools, and high schools in urban areas. She also taught in a rural setting on a Navajo Indian Reservation.

Furthermore, her background includes her experience

with different youth programs. She was one of several directors who supervised play activities for children during the summer months on urban streets. She also worked and volunteered her time as a coordinator, instructor, and coach with a similar grass roots program in the same neighborhood as her present position. The director believes all of her experiences benefited her as well as the many young people who have come in contact with her.

At present, she is the direct supervisor of a staff that coordinates and manages a recreation and sports program, a teen club, a homework tutoring program, and a summer day camp (see Appendix A).

The recreational program includes aerobics, volleyball, basketball, and a fitness center. Less rigorous activities include table tennis, billiards, board games, and traditional "city games" including 'skelly", "hopscotch", and "double dutch". Just recently, a cheerleading squad was also formed by interested girls.

For those youth who need or request academic support or homework assistance, there is the restructured **ACTION YOUTH** (**A**cademic, **C**omputer, **T**raining, **I**nstruction, **O**rientation, for **N**eighborhood **Youth**) component. **ACTION YOUTH** provides tutors, educational software, word processing programs, an interactive communications system, references, and other support for participants. This past school year, the number of participants utilizing this component each day quadrupled

because of the additional resources available to them. For the first time, the participants in the homework program were also given trophies during the awards ceremony. The staff and volunteers wanted to recognize their achievements and apprise them, their peers, and parents that their accomplishments were as valuable as the athletes who received recognition for their sports participation.

The teen club is another component of the program. The teen club members are involved in discussion groups and workshops on topics that are specific to their needs. They are also encouraged to volunteer their time in community projects. In the last three years, one member each year has received recognition for outstanding volunteer service in the community and been given a prestigious award from the local police precinct.

The day camp summer experience program is ready to begin its third year of operation. The day camp sponsors trips, games and other activities for the participants. The children in this group age range extend from 3-14 years of age; whereas the afternoon and evening program involve children from six years through 21 years of age. While some of the participants are from the afternoon and evening center, many of the younger children wouldn't participate in the program during the regular year because of their age.

Besides the above-mentioned activities, the director has other responsibilities. She meets regularly with the

pastor and the ministers responsible for the other outreach programs. She is also the direct liaison person responsible for providing space for the different scout troops and little league programs. Although she is not the direct supervisor of the scout leaders or the little league officers, she is responsible for maintaining communication with them. She encourages them to work in partnership with her to provide positive and motivating programs for the young people in the neighborhood.

CHAPTER II

STUDY OF THE PROBLEM

Problem Description

In spite of the effective program, the afternoon/evening youth center was threatened with closure, or at best, programs were to be cut drastically. The closure of the program would be devastating to the youth served in the community. Over 400 youth utilized the afternoon/evening youth center. In recent years, the program had evolved from a basketball program to encompass many other activities. For most of the youngsters, it was the only place they had for recreational activities. For others, it was their only line of support for academic assistance outside of school. For many of the youth, it was the only place available to them that provided a safe non-threatening environment and exposed them to positive role models. All of the youth were engaged in activities that interested them and challenged them to improve skills in different arenas.

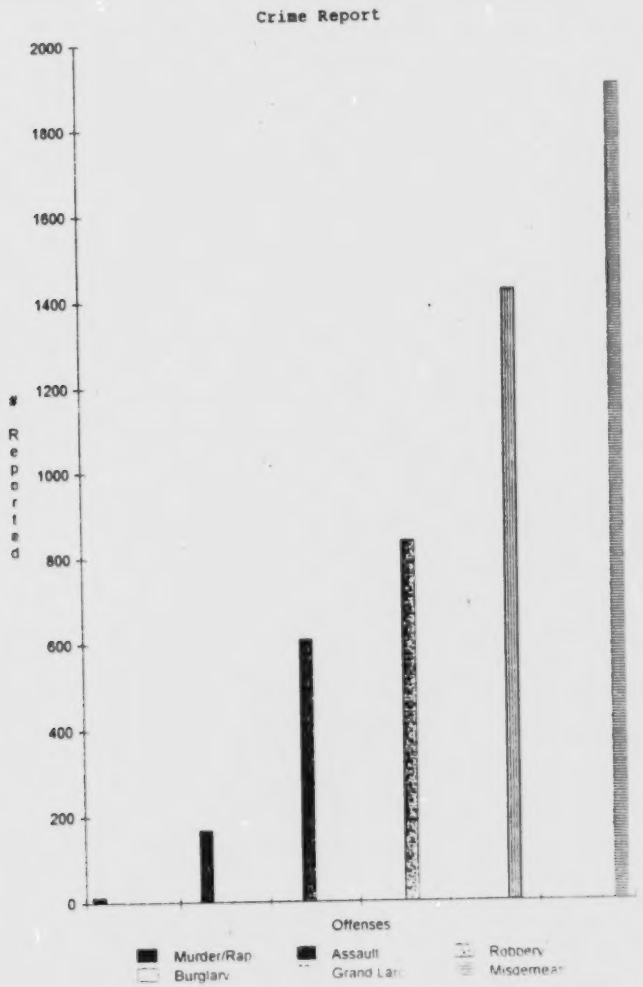
Problem Documentation

The pastor of the parish announced that there had been a dramatic decrease in the number of parishioners. The decline in the number of parishioners negatively impacted on the parish's revenues. The pastor decided to eliminate two salaried positions. The two positions discontinued were the youth minister's position, and the ministry position that serviced the senior citizens. The pastor was apologetic and saddened by his decision but felt that the costs warranted such a move in order to reduce the deficit in the budget.

Effective August 1993, the youth ministries position and the pastoral minister's position to the senior citizens were eliminated. The director of the program was very distressed about the decision to eliminate these positions. However, her priority was to address the crisis facing the youth program. She discussed her concern with the pastor and requested to stay involved in the program because she was afraid what would happen to the 400 plus children she directly supervised in the youth center. She discussed several issues with the pastor, her staff, and the other ministers. She reminded them that the youth program was an integral part of the community and is critical in order to meet the needs of the young people. It was only one of a very few programs in the neighborhood that serviced young people. It's probably the only youth agency that provided services to such a broad age range of young people (ages 7-

21). It was a safe haven for youth who so often were exposed to violence and subjected to other negative influences (see Table 1)

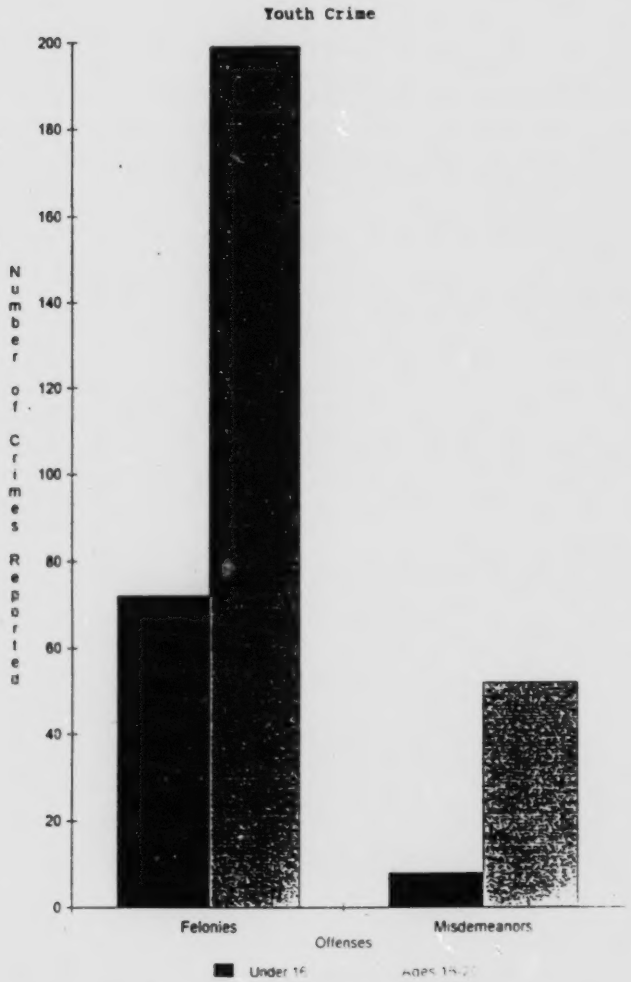
Table 1



* Please note: Statistics were taken from local police precinct for first 8 months of 1991

Young people were not only exposed to crime but they were also involved in crime (see Table 2).

Table 2



* Please note: Statistics were taken from local police precinct for first 8 months of 1991

The tables confirmed that some youth were engaged in criminal behavior and were in need of alternative programs to encourage their participation in more constructive activities. The tables also demonstrated that the youth

needed to be exposed to positive role models because of the number of crimes committed during the course of the year. Just recently, four youths senselessly killed a bicyclist in one of the major parks that bordered the neighborhood. The mayor and many citizens deplored the crime and were horrified at the cold bloodedness of the young criminals. The mayor also responded that the violence was also partially attributed to the insufficient number of constructive programs for young people (O'Shea, 1993). While the crime reports were not the worst in the city, they did indicate that youth need to be engaged in constructive activities to help occupy their time. Other highly respectable people advocated the importance of youth programs as essential in supporting young people's development.

Hechinger (1992), senior advisor to Carnegie Corporation, emphatically stated that youth programs can be effective "alternatives to life on the streets with its temptation of drug use" (p. 127). This writer believes that young people are as unique as fallen snowflakes and have diverse talents as varied as the colors of the rainbow. Youth programs, especially the present program, help to develop those skills, enhance other competencies, and provide support for the young people in their development.

After discussion with the pastor, he agreed that the director could remain as director of youth ministries and do

what she could to sustain the program. The director also had the emotional support of the other ministers and the commitment from the assistant director to help keep the center operating.

Causative Analysis

There was an insufficient source of funding that precipitated the current problem. The parish's decline in revenue prevented the parish from renewing the contract for the youth minister. The youth minister's position was not the only position that was affected. The assistant director's position and other support personnel were also eliminated. The ten summer workers and the three part time staff persons would no longer be employed in the program. All of these people were dedicated and actually worked many more hours than what they were paid.

The loss of these positions negatively impacted on the program in other ways. It deprived the program of direction and consistency. It eliminated personnel who committed time to the youth and the various programs. It prevented expansion and discouraged flexibility. The very existence of the program was threatened if effective strategies were not implemented.

Besides the loss in contributions from the parish, the shortage of revenue raised by the youth program also contributed to the limited financial resources and the

crisis. Although the program was located in a diverse economic setting, most of the participants in the youth program were economically disadvantaged. Consequently, costs to the participants were minimal. There were no registration fees and participants were asked to pay $20.00 per year. Often, the youth couldn't pay the donation. They were still permitted to participate in the program because the director declined to turn them away from the program just because they could not afford to pay. As a result, she resorted to fund raising activities to help defray expenses. The winter carnival and the junior high school dances were the main sources of revenue. However, they actually produced limited revenues although the participants enjoyed themselves with the activities. In the past, the director wrote proposals to different banks and corporations with no success.

Besides insufficient funding, the program was also faced with a limited number of volunteers. While the program did have some volunteers, there was an inadequate number to service all of the components effectively. The majority of the volunteers were engaged in one component, the homework assistance and computer lab module. The insufficient number of volunteers could be attributed to several factors. In the past, the director of the youth center was overwhelmed with different responsibilities and was hesitant in forming a large volunteer core because of

the amount of time required to build a "broad base of volunteers" (Tedesco, 1991, p. 6). The call for volunteers was limited to two programs (the homework component, and the two main fund raisers:junior high school dances and the carnival). Therefore, many potential volunteers may have hesitated to come forward because their specific talents were not requested. The writer was also hesitant in asking people to help. She thought that she might be imposing on them. In addition, communicating on a one-to-one basis with people to request help was weak and the writer believes this is the most effective strategy.

Another problem facing the youth program might be how it's perceived in the neighborhood. The writer viewed the youth program as an integral part of the community. However, the community may not understand the significance of the program to the overall stability of the community as well as its value to the youth. Therefore, the community didn't have an investment in the program.

Relationship of the Problem to the Literature

The literature review revealed some of the same reasons this writer enumerated above as to why youth programs close.

Hechinger (1992) asserted that government and businesses are reluctant to spend money on preventative programs such as youth centers. Although his focus extended

to include other programs such as health care and job training, Hechinger proclaimed that all of these programs are ignored by funding sources.

This writer agreed with Hechinger's view. Although her experience in grant writing was limited, she discovered that many government agencies are hesitant to invest substantial amounts of money in youth programs. While there seems to be a better response to national organizations such as the Y.M.C.A. or Girls and Boys Clubs, local grass roots programs seem to be ignored and must compete with each other for smaller amounts of grants (Young, 1989).

In some cases, well deserving agencies do not receive funding because they do not know how to translate their effective programs into writing for various funding sources (Young, 1989). Young, Smith and McLean (1988) suggested that limited mechanical skills in proposal writing hinder the approval of many grants. Just recently, several competitive proposals submitted by youth groups in New York City were rejected. One community board's application was dismissed because the youth services division believed that the proposal was "slipshod" (Larsen, 1993, p. 1). Consequently, effective organizations are denied financial support because they do not write impressive proposals. Furthermore, many organizations fail to match appropriate funding corporations and foundations with their agencies' objectives and goals.

Young (1989) proposed that some agencies falter at

fundraising attempts because they never developed a strategy. Their attempts are hit and miss. She compared their efforts to a person who goes on a trip without a road map. This writer sees it as going fishing without bait.

Dulaney (1987) perceived the problem in a different light. Although her focus was on schools, what she articulated paralleled one of the problems the youth program faced. She suggested that schools fail because of a shortage of involved parent and community residents.

Besides the limited number of adult volunteers, there was also a shortage of adolescent volunteers who helped in the youth center. The inadequate number of young volunteers could partly be attributed to the feeling that their skills are not needed or that the work they would engage in was unimportant (Schine, 1990). In the past, the writer requested volunteer service from teenagers who were involved with the teen club. Her requests had been met with some positive responses but not as many as she would liked to have had.

Stier's (1988) focus was entirely different from the above-mentioned professionals. One of her topics concentrated on a predicament facing some athletic departments within school environments. Many athletic departments isolated themselves from the rest of the school setting. This strategy caused problems for the athletic departments when there was a request for financial or other

supportive services from the school administration. The school administration didn't perceive the relevance of the athletic departments in relationship to the rest of the school. Often times, the administration was hesitant in supporting the athletic departments request for funds. The same situation could be possible for the youth program. Parishioners from the parish didn't perceive a linkage between them and the youth program. Especially, if they didn't have children who participated.

CHAPTER III

ANTICIPATED OUTCOMES AND EVALUATION INSTRUMENTS

Goals and Expectations

Goal

The following goal was projected for this practicum: to keep the youth center in operation.

Expected Outcomes

The following outcomes were projected for this practicum.

Outcome #1. The writer with the help of others expects to raise $20,000.00

Outcome # 2. The writer plans to recruit at least 25 community residents to volunteer to help the youth center maintain operations.

Outcome # 3. At least 400 different youth will participate in the youth center.

Measurement of Outcomes

Measurement Tools

To identify the sources of income and whether the goal of raising $20,000 was realized, the writer was to maintain an account sheet to keep track of donations given from various sources. The account sheets would identify contributors and the amounts donated from government, corporations, banks, and individuals. The account sheets would also note expenditures from the grants (see Appendix D). Included in these amounts would be calculated the dollar amount of donated sporting equipment and other supplies given by neighborhood residents and/or local businesses. The donations can be justifiably calculated because the supplies contributed reduced the expenditures the director normally would have had to spend for the purchase of such equipment.

The director was also to closely monitor the profits from various fundraising events sponsored by the youth center. She was to maintain a detailed account of gross receipts and cost. The amount recorded as profit was to be determined after the expenses were deducted.

The director expected to recruit volunteers to help in the operation of the youth center. During the past cycle, the youth center was fortunate to have several volunteers working in the **ACTION YOUTH** homework/computer lab component. She hoped to increase the number of volunteers in that

module as well as involve volunteers in other activities of the program. She was to monitor the number of volunteers by utilizing a sign-in sheet (see Appendix C) each time they helped in the program. For those volunteers who served in different capacities other than directly supervising youth, such as grant writing, their contribution of time was not recorded in this matter.

The director planned to sustain activities at their current level and maintain the interests of the participants. She would use attendance sheets (see Appendix B) to confirm whether or not the number of youth participating in the youth center was consistent with the numbers in the previous cycle.

CHAPTER IV

SOLUTION STRATEGY

Discussion and Evaluation of Possible Solutions

To maintain an effective after school/evening center for young people, the writer reviewed, examined, and critiqued other resources for information. She discovered several recommendations that illustrated different approaches to old ideas. Other suggestions were ideas that she never thought about exploring, whereas, some strategies confirmed the approaches she considered.

Hechinger (1992) emphatically stated that funding for youth programs is essential. He believes that after school/evening programs offer constructive activities. Furthermore, youth who are exposed to positive adult role models have a better chance of combating negative influence, and engaging in productive activities. He revealed that government and industry perceive that the cost of investing in programs for youth is expensive. His conviction differs dramatically from theirs. He contends that investment in preventative programs is less expensive than operating

offender youth facilities.

Hays (1992) asserted that programs should explore different sources of funding. She examined sources of support for non-profit programs. Although the focus of her attention concerned the plight of artists, her suggestions benefit all programs. She mentioned that in Connecticut, one of the community base groups conducted workshops to enlighten artists to the value of corporate sponsorship for projects, and to the value of advertising their programs.

Stier (1988) highlighted athletic departments' promotional activities in schools. Nevertheless, his suggestions are universal to other agencies. He contended that fundraising activities generated several benefits for organizations. Similar to Hays (1992), Stier suggested that fundraising activities elevated interests in the organization from different sources. Heightened awareness and recognition of the value of an organization in the community enlarges the pool of volunteers. Furthermore, funding can be generated from a variety of benefactors not previously tapped.

However, Stier cautioned that organizations had to be realistic in their fundraising activities. For example, within the athletic department of a school, the administrators of the department must be aware of possible conflicts and specific restraints common to schools. Were there other fundraising activities planned by the Glee Club

or other special interests groups? If there were, consultation between departments was called for so as to avoid friction. Other issues that had to be addressed included time restraints, space limitations, the number of fundraising activities, and duplication of requests to the same merchants. Stier also advised that the promotional activities' focus should be on quality rather than quantity. He stated that creating and maintaining a positive image within the community is as valuable as the fundraising activity itself.

The above-mentioned strategies mainly concentrated on raising revenue to maintain operations, enhance activities, or provide additional supportive services. Some authors recommended other options. What follows is a synopsis of some of their suggestions.

Gubbels (1989), Tedesco (1990), Rauner (1985), and Raines (1985) advocate using volunteers as an approach to maintaining community programs and improving the effectiveness of the programs. They view volunteers as critical to an organizations' operations. They asserted that utilizing volunteers skills and having them involved in meaningful parts of the agencies' programs will increase volunteers' efforts. What also is important is to recognize volunteers' efforts and to utilize their time within reason so as not to "burn them out".

Schine (1990) suggested employing adolescents as

volunteers. She asserted that the utilization of adolescent volunteers is of mutual benefit to the organization and to the adolescent. She maintained that the agency receives assistance with the younger children, and the adolescent gains invaluable experience as well as developing positive self esteem, competence, and a sense of ownership in the program.

Gubbels (1989) concentrated on the parents' value in the school environment. She noted schools that are recognized as effective have strong parent involvement as one of the common traits. Their involvement can strengthen the program in a number of ways.

Parents' participation can increase the number of volunteers thus maintaining or expanding services to the youth. Parents who are actively engaged in the youth program can be powerful voices of influence to persuade politicians, businesses, and other community residents to support the youth program.

Tedesco (1990) concurred with Gubbels' conclusions that parent involvement contributes to the effectiveness of schools. Furthermore, she maintained that parent participation should include their involvement in important policy making decisions as well as meeting their needs to feel that they are important to the agency or school.

Rauner (1985) also explored the importance of volunteers to a program. Analogous to the others, whose

focus is the schools, her suggestions can be adapted to the youth program and other organizations. She recommended that staff should examine where volunteers are needed and how they could be utilized effectively. She suggested a screening committee be formed that would be responsible for interviewing volunteers and matching volunteers with jobs that are comparable to their skills. She maintained that volunteers should have orientation, training, and guidelines in order to improve their effectiveness and understanding of their commitment.

Description of Selected Solutions

The writer was prepared to implement several tactics to keep the youth center in operation for neighborhood children. She planned to write proposals to different corporations, foundations, and government agencies. The director believed that she should procure some financial support as a result of her efforts. She had already attended several workshops to improve her grant writing skills. Some of the workshops were sponsored by Harvard Business Club, others were hosted by local community agencies. In addition, during the implementation, she expected to participate in supplementary workshops and contact people who could help her with her writing mechanics.

The writer planned to meet with several politicians to

request funding. In the meantime, she wrote letters to them identifying the program and its needs. Some of the local politicians actually requested a program budget and indicated funding may be available to the program. Her assemblyman requested her to come to a meeting. At the meeting, he expressed interest in the program. He stated that he would examine the discretionary funds and see what could be done to help the program. Since that meeting, the assemblyman sent literature about other funding sources that the writer might investigate.

The writer expected to contact congressional representatives while she was in Washington, D.C. attending the university's summer institute. She hoped that the politicians would recognize the importance of the program, and be able to recommend funding sources, or allocate some of their expenditures towards the program. She recognized that all of the politicians wouldn't respond favorably. She hoped that at least one or two of them would financially support the program.

In addition to the above-mentioned approaches, the writer was prepared to meet with local businesses, and request financial support from them. This approach was workable if the businessmen could be enlightened as to the importance of the youth center in the community, and in particular how they profited from the program. The writer was cognizant of certain restraints. Other organizations

within the parish targeted merchants for financial support. The director didn't want to threaten their base of support by appealing to the same merchants, or inundating these businesses with additional requests. Her intention was to identify other establishments for direct financial support, or at least, request merchandise donations. The writer realized that this tactic required time, patience, and assertiveness but was operational.

As director of the youth program, it was the responsibility of the writer to encourage more parent and community involvement. The plan was to appeal to the residents to help the program by volunteering; this strategy could be productive if the outreach to parents and residents was personal. For those she could not reach, she planned to send letters. In addition, the program was facing a crisis that without the volunteers, many components would be closed or hours curtailed drastically. People respond affirmatively to requests for help when they recognize that they are genuinely needed, their services would have an impact on the program, and the program is of value to them.

Since the youth were the main benefactors of the program, the writer maintained that they should be personally involved in keeping the center opened. In partnership with the staff, parents, and volunteers, they should be responsible with helping to raise funds for the program. The writer planned to involve the youth in

fundraising activities that directly serviced them. She believed this approach could be effective because it should heightened their feeling of ownership in the program.

She also expected some of them to accede to the call for volunteers. Many of them have untapped talent that could contribute significantly to the program and to the younger children.

Report of Action Taken

The writer executed several tactics to continue the operation of the center for neighborhood children. Some of the strategies were planned initially. Others were incorporated once the Practicum was implemented.

Grant Writing

Initially, the writer had to identify funding sources that contributed to youth agencies. She sought help from individuals in the community. She spoke to parishioners who had knowledge of several agencies, or connections with other people who could help. The writer also contacted a friend who was the former director of a similar grass roots program in the neighborhood. He referred the writer to a close friend and associate of his. The writer contacted the resident, a professional grant writer, and met with her. The grant writer was impressed with the program and the dedication of the staff. She offered her services pro bono.

She identified several sources of funding and also agreed to review the proposals.

Private Funding

Foundation Support

The actual number of applications to foundations was more confined than the writer first perceived. She discovered that many of the foundations were not suitable for the writer's program. They were either national foundations that required larger fiscal management programs than the capability of the writer's program; or the foundations supported services that the youth program did not offer. It wasn't feasible for the writer to invent or adapt to other programmatic services at the time because of the critical need to obtain support immediately.

The limited number of applications could also be attributed to submission requirements determined by the foundations. The writer admittedly was disappointed at the number of foundations that were accessible to the writer for grants. Once the foundations were identified, letters of application for grants were sent. At this writing, the writer actually submitted one proposal to a foundation, and is in the process of submitting to two others.

Corporate Funding

The writer also submitted grant proposals to banks. She

applied to several national banks that had strong local ties. The banks sponsored different categories of funding and each had separate guidelines.

Community Organizations

The writer applied to local community organizations. One civics group funneled money to the neighborhood in different ways. One tactic was to donate small grant awards to local groups who could demonstrate a need for the money. The writer applied to this organization. She submitted a detailed proposal requesting funding for a specific project.

The writer also submitted proposals to a citizen's committee that received the bulk of its funding from a conglomerate of private sources including several foundations and individuals. Three grants highlighting different activities and components were written to this one source for funding.

Government Sources

Government Agencies

The grant writing wasn't restricted to private sources. One source of funding was a city agency that encouraged proposals from youth programs, and gave modest grants to them. The agency was looking to partially support programs

that offered positive alternatives to the violence that many young people were subjected to every day. The applications were submitted to the agency who in turn sent them to the local community board for review and recommendations.

The writer also wrote a major Request for Proposal grant sponsored by the city's youth service agency. The funding source actually came from two different local governmental units. One division was the community board; the other source was the youth agency. She submitted multiple copies of the proposal to both agencies.

The community board required that an oral presentation was to be made before its youth services committee. The writer appeared before the committee at the scheduled time. She thought it would be of benefit to the program to come with a supporting cast. She invited the assistant director, several youth volunteers, a parent, and several of the participants. The writer presented the major portion of the proposal with the assistant director highlighting some of the components. The other invitees added information. The parent commented about the quality of the program and the youth shared what the program has meant to them.

Petition to Politicians

The writer appealed to different politicians for support for the program. She visited assistants to her congressional representatives in their offices in

Washington, D.C. and locally. She sent letters and telephoned to follow-up the meetings.

The writer also spoke to different politicians on the state and local level. She met with one of them in his office, and with others, she spoke to their aides on the phone. One of the politicians she met at a community march against crime, later at a neighborhood meeting, and then at a mass rally against budget cuts. On each occasion, the writer reminded the representative of her youth program and the importance of keeping the program operational.

The politicians were receptive to the writer's request. Some of them requested the writer to submit a budget, a written request for funds, a detailed description of the program, and wanted to know how the writer wanted them to help the program.

Some of the politicians funded the program. However, one in particular committed money to the program in writing, noted the amount in his newsletter, and as of this writing has not dispensed the money. The writer has written him, and so has the parish's pastor communicated with the councilman by telephone and in writing regarding his promise. What concerns the writer and the pastor is the end of the fiscal year. The main problem is the fiscal year is a month from ending, and if the money isn't spent by that time, it is irreclaimable.

Letter Writing

Corporate

The writer investigated other possible sources for funding. A community resident suggested to solicit the help of the corporations that were listed in the Private 300 group. She had immediate access to the list. Two other residents initiated contact with the corporations. They called the companies in order to obtain the contact person for requests, and investigated whether there were special guidelines for applying. Once the contact was made, the writer mailed letters of appeal to the different corporations.

Community Organizations

The writer requested funding from community organizations who did not sponsor grants. She visited a local bank and met with the branch manager first. She then sent a request in writing.

The writer also petitioned utility companies. In the city where the writer resides, the utility companies have a history of awarding small grants to community based organizations. She sent letters to two utilities and followed-up with telephone calls.

Fundraising

Activities

The program sponsored fundraising activities to help obtain revenue for the program. However, the number of activities were not as many, or as varied as the writer designed. The most common activity were the dances. They did not require a lot of preparation, and were already well advertised in the neighborhood.

A fashion/talent cabaret show was suggested by the high school teenagers. They coordinated the program, invited participants, and scheduled the rehearsals. The teenagers thought the event could serve two functions: feature the talent of the young and raise revenue for the program.

Groups

One unexpected revenue source came from two different groups of adults who came to the writer with a request to use gymnasium space. They knew space was limited, but were willing to stay late hours to utilize the facility. After conferring with the pastor, the groups were allowed to use the facility as long as they followed guidelines. The groups contributed money to the program for the use of space. They utilized the facility two nights a week after the youth program closed.

Donations

Registration

Prior to the new cycle, the writer asked for donations from the participants to help defray the cost of the programs. Although the donations were small, they helped towards the purchase of supplies and equipment, especially the computers in the lab. This year the writer realized that she would have to request more funds from the parents of the participants. The request was more than doubled than the previous year, but was still considered nominal. Those who could not afford the donation were still able to attend the program.

Community Merchants

The writer appealed to local merchants for financial support. She communicated with them on a one-to-one basis. Once she initiated a meeting with them, she explained the program and the reasons for the request.

Soliciting for Volunteers

The writer knew that she needed other support personnel to maintain the youth center. While the assistant director was agreeable to help, the two of them could not maintain operations with just two personnel. While it was true there were a few volunteers from the preceding cycle, the writer

did not know how many of those would return. An appeal went out for volunteers.

Adult Volunteers

The writer placed notices in the parish's bulletin. She also spoke to several people personally. To parents she did not see, she sent letters to them inviting them to volunteer. She also called two or three persons by telephone requesting their expertise in specific areas.

The parish also contributed in the drive for volunteers. The pastor and another member from the parish team suggested that the different outreach ministers host a Ministries Day. Parishioners were invited to come to the lyceum, to view a pictorial display of the numerous spiritual and non-spiritual outreach programs the parish sponsored to meet the needs of the parishioners and the community at-large. They were also invited to register for any ministry they would be interested in volunteering time and/or for any ministry in which they wished to be an active participant.

Youth

For the high school aged participants, the writer spoke to them personally requesting their help. She identified two components of the program where service was critical. She needed their assistance immediately after school with the

homework program and in the recreational component for the elementary participants.

For the junior high school and elementary students she asked them to serve as tutors to the first and second graders, or to volunteer as aides in the computer lab. One of the fourth graders was so skilled that the writer appointed him computer supervisor during the afternoon hours. He booted the computers, distributed the software, and instructed the participants how to use the educational software.

The writer also allowed the little first and second graders to be responsible for mundane chores. She needed persons to sharpen pencils, maintain a supply of scrap paper, and answer the telephone. They were real gems. One second grader was complimented consistently for her receptionist's skills on the telephone.

Maintaining Operations

The writer expected the program to remain operational without the forfeiture of any of the components, or decrease in the number of activities. As the cycle progressed, she knew she needed other help for support services. She explored other options.

Networking

The writer initiated contact with other agencies. She called directors of different community groups in order to set up appointments with them. As with the other contacts, she spoke of the importance of the program in the community, and what services were offered. Once she met with them she asked them to explore ways that they might help.

The director also joined a coalition of community agencies who were asked to meet by members of the local community board. The coalition would explore ways to improve services to the youth in one particular part of the community board, including the area served by the writer's program. The writer thought she should be an integral part of any decision-making, and decided to participate in the meetings.

Visibility in the Community

Some of the strategies were initially planned, others evolved after implementation of the Practicum began. The writer theorized that if the program was more visible in the neighborhood, the community's response to financial appeals and other support would be more positive. One tactic she utilized was the program's newsletter (see Appendix E). The newsletter was revamped. The format was changed to what was considered a more attractive design, and the youth took more ownership for it. The participants actually selected

the articles, as well as wrote the major portion of the newsletter. The newsletter was distributed to the participants, community organizations, and for the first time, circulated to supporters, and disseminated to different places of worship.

The writer also initiated different activities that would engage participants in the community. She organized a basketball tournament at one of the local parks opened to all neighborhood children including those who normally didn't participate in the youth center's activities. Some of the teenagers and community residents volunteered their time to coordinate the activity.

In addition, the writer wrote at least two grant proposals that if funded, would engage the young people in community service, and should prove to be positive for the program. More details regarding the proposals are discussed in another section.

Some activities were not planned, but nevertheless increased the program's visibility in the community. The writer was invited to participate in a seminar to talk about youth. The seminar was geared to new recruits assigned to the local precinct. She welcomed the invitation. She thought that the participation in the seminar would facilitate the program's visibility, and help in the future if not immediately. The invitation demonstrated that the local police precinct recognized the writer as a voice in the

community.

The writer was also paid a tribute by the community. She was awarded the community board's award for her commitment to working with youth (see Appendix F). The writer thought that the recognition would help the program.

CHAPTER V

RESULTS, DISCUSSION, AND RECOMMENDATION

The neighborhood youth center was in jeopardy of closing, or substantially curtailing programmatic activities because of insufficient revenue. The primary funding source for the program was the local parish where the facility was housed. For years, the parish paid the salaries of a youth minister and the assistant director. However, because of budget restraints, the salary lines were eliminated.

The youth minister was concerned not only about her salary but also what would happen to the 400 youth who were served by the program. Many of them were African-American and Latino males who had no other place to participate in activities. Although the neighborhood was not in the worst crime area by far, and many people considered it a stable middle class neighborhood, there were still pockets of poverty as well as specific locations for high drug activity and crime. The young people were at-risk and needed a safe haven where they could experience constructive activities and be exposed to positive role models.

The writer with the support of the assistant director and the parish team, especially the newly appointed pastor, decided to keep the youth center opened. The parish committed the facility and was willing to pay the utilities. The director with input from the assistant director developed and implemented strategies to keep the youth center operational.

Results

Additional money was needed for the program. The writer with the help of others expected to raise $20,000.00. She looked to several sources for support.

Grant Writing

Foundations

The writer wrote different grants to various funding sources. The results were mixed. From foundations, the grants produced no sources of revenue. One particular foundation was very interested in the project, actually made a site visit, gave the program a positive evaluation, and was very impressed with the commitment from the staff. However, the foundation didn't fund the program. Its rational was two-fold. The foundation thought the program didn't provide adequate comprehensive services for the poor. It also wouldn't fund because the program charged a nominal fee. The writer will address both these issues in a later

section.

Government Funding

Other sources were considered for grants. The writer investigated government programs. One source was a local government agency that accepted proposals from youth programs, although youth programs were not their major concern. Through the mayor's Safe Street, Safe City program, the agency gave small grants to organizations that provided a detailed proposal for crime prevention and anti-violence programs. The writer submitted two proposals. Her total request was for $9,000.00. She was awarded $4,500.00

The writer also submitted a major Request for Proposal grant financed by the city's youth service agency, and cosponsored by the agency and the local community boards. This grant request was towards the end of the Practicum, and by this time the writer was frustrated with the number of negative responses from the different requests submitted. If given an award, the revenue would be used for the next fiscal year which began in one month.

The writer requested $20,000.00 from the community board allotment and was awarded $17,000.00. On another positive note, the grant should be matched by the youth service agency. In this case, the award could be as high as $34,000.00. In a later section the writer will discuss some complications with the grant.

Corporate Funding

The writer appealed to banks for support. Some of the grants were competitive and required detailed proposals. The writer's success with the banks was minimal. She received $500.00 from one bank and denied funding by others. In addition, for the next fiscal year, the bank has already renewed the funding for the same amount.

Community Organizations

The writer asked community organizations for financial support. The neighborhood civic council channeled money to the neighborhood by awarding small amounts to local self-help programs. The writer submitted a proposal including a project budget. The organization awarded the youth center $300.00

Financial Support from Politicians

The writer received financial support for the program from local politicians. The borough president contributed $5,000.00 from his discretionary funds. This amount was the largest amount received from any single politician. At this writing, the writer is waiting to hear what will be the renewal award for the next fiscal year. The history of the borough president is to at least match the previous year's award if the office is given the same amount of discretionary funds.

The writer is still awaiting the funding from the councilman for the district where the youth program is located. He committed $3,000.00 but as mentioned previously the money was never distributed. The fiscal year is drawing to a close and it is possible that the money may never be given to the program.

The state senator allocated $2,500.00 for the youth program. Although the money hasn't been received, it has been promised, and unlike the previous commitment, it can be appropriated for the next fiscal year.

The writer also spoke to the council member who represents her resident district. She has given a verbal commitment to help the program. She recognizes that although the youth facility is not located in her district, many young people who are involved in the program's activities reside in her district.

Letter Writing

Corporate

The writer sent letters to at least 15 corporations asking for financial support. The responses were negative. One corporation sent a total of $25.00.

Community Organizations

The writer mailed letters to community organizations who did not sponsor grants. She received $200.00 from a local bank and $300.00 from one of the utility companies.

One utility company never responded even after several telephone calls.

Fundraising

Activities

The dances this year were not as revenue producing as previous years because there weren't as many. Two dances were actually cancelled because of the weather, and no dance was scheduled after March. The total profit from the dances was $500.00.

The fashion/talent cabaret held in May produced $400.00 in profit, but what was more important were the number of participants and volunteers who coordinated the program. What was also impressionable were the number of people who attended.

Groups

Revenue came from an unexpected source. Two groups contributed money to the program for use of the facilities. Their total donation amounted to approximately $1,200.00.

Donations

Registration

The writer requested that the parents pay a $5.00 fee per week for their children to attend the after school program. For those parents who could not afford that amount, they paid $2.00 per week for their child(ren) to attend, or

in many cases their child(ren) attended without payment of any kind.

For those youth, who participated in the evening program, they were requested to donate $1.00 per visit. However, several times a year, the fee wasn't collected, and often was the case, the youth didn't have the money. However, in spite of the many children who couldn't afford the program, the donations amounted to approximately $5,000.00.

Recruitment of Volunteers

The writer planned to recruit at least 25 community residents to volunteer to help the youth center maintain operations, especially in light of the additional responsibilities. She and the assistant director could not maintain the same number of program activities with the same quality service with only the two of them working in the center. At the time of implementation both of them held other jobs, had family obligations, as well as operated a full-time center.

Adult Volunteers

The writer spoke to different people. Some were willing to help, but were unable because of responsibilities. Others gave valuable time on a weekly basis, while some volunteered when their schedule allowed. The number of

volunteers exceeded 25 people. However, the program didn't have 25 people helping on a weekly basis or a regular monthly schedule.

Youth

The writer was very impressed with the teenagers who volunteered and their commitment to help consistently. Ten of them assisted weekly from the beginning of the new cycle through the entire fall/winter/spring cycle. Four of them helped at least twice a week.

The junior high and elementary aged participants were not included in the total number of volunteers although their help was invaluable. They actually performed their service while they were participating in the program. They were assigned as buddies to the younger children. They helped them with their homework. Occasionally, they were asked to attend to the first and second graders when they completed their homework. One of the elementary students was appointed supervisor of the lab because of his computer wizardry and his proficiency in explaining how to play the educational games to the other participants.

Maintaining Operations

At least 400 different youth participated in the center. The actual number was closer to 500. The statistic signified that the youth were satisfied with the program,

and/or were able to engage in activities they needed. All of the participants weren't the same youth serviced from the previous cycle, but most were.

Unexpected Outcomes

Networking

Another outcome from the practicum was the networking support that evolved. The writer needed support other than volunteers to help maintain operations. She contacted other agencies to explore how they could provide services for the young people without cost. She linked with a national organization that had local affiliations. The organization sponsored a basketball tournament that was hosted in the center's facility.

The participants played competitively without having to pay referee fees. They were also treated to team shirts, a trip to a professional basketball game, and received certificates. The agency also committed a small sum towards the cost of the Awards/Recognition Ceremony the program sponsored at the end of each cycle.

Furthermore, more assistance may be forthcoming from other contacts. The writer also joined a coalition of other agencies from one section of the community. The coalition is looking at ways of improving services to youth in the neighborhood. The members are exploring several possibilities. They recognize that staffing needs is one of

the identifiable priorities for the center. They have submitted a proposal to the local school district requesting funds for a teacher to be assigned to the facility afterschool.

Some merchants helped by not giving direct assistance to the overall program, but by sponsoring one small part of the program. For example, a local hardware store paid for the bulk of the cheerleaders' uniforms. The donation helped tremendously because the cost were prohibitive for a few of the participants.

One of the block associations also supported the program in this fashion. The association paid for the major portion of one team's basketball jerseys. This same group also co-sponsored the cabaret/talent/fashion show. The residents helped with coordination of the event, and donated money towards the second set of cheerleaders' outfits used in their performance in the show.

One of the congressional politicians the writer contacted appears to be taking another look at the program. The writer contacted the representative again for assistance. The writer just conferred with two of his aides. At the meeting she identified the computer lab as the component that would need his assistance. They are seriously considering upgrading the computers with the help of one of the national conglomerates who has committed technical support to agencies in the congressman's district.

Another organization that does community service in the neighborhood knew of our efforts with youth, and asked if they could do something for the homeless and destitute families in the neighborhood. They actually hosted a dinner during the Christmas holiday season for many of the people. While their service did not directly benefit many of the young people, it was another example of how networking can help meet people's needs.

While there is no concrete statistic to prove that other networking activities helped the program attain its outcomes, the writer strongly believes that they helped. For example, the chairperson of the local community board wrote the program to acknowledge receipt of the newsletter, and asked if it could be arranged for the community board to receive copies of every publication. It was his way of being informed as to some of the activities that were offered to the youth in the neighborhood. After reviewing proposals, the community board is the agency that actually recommends specific awards to local programs for city funding.

The youth center also sponsored a basketball tournament at one of the local parks. Its purpose was two-fold: To outreach to other youngsters who do not utilize the facility; and, to invite them to participate in the program regularly. The result engaged at least forty additional youth in activities and familiarized them with the program.

Discussion

The youth program remained operational. Funding sources were located. The number of participants attracted to the program was constant, and the outreach resulted in new members joining the program.

Different tactics were planned to achieve the outcomes. However, in the midst of the Practicum some changes were made in the initial design whereby some strategies were eliminated and others were modified. The changes were made because of circumstances, time restraints, and in specific situations tactics took more time than originally thought.

The successful completion of the Practicum and the outcomes were realized not only by the efforts of the director but the support she received from several quarters. That support was critical. The aphorism, "No man is an island" was affirmed in the writer's Practicum experience.

The Practicum was exhausting, and although implementation was completed, a long-range goal emerged that will continue intervention. What follows is a more complete discussion of some of the tactics employed in the Practicum, the frustrations, the highlights, and future plans.

Funding Sources

Raising revenue was a primary concern. The writer was fortunate to receive the help of a professional grant writer who was recommended to her. The grant writer served as a

mentor and advisor. She identified several funding sources that would be more compatible with the program's activities, and reviewed the major proposals before they were mailed. Her assistance facilitated the process, but it still wasn't without frustration.

The writer discovered that grant writing was not complicated; however,the stages (mailing letters of application, actually writing the grants, and meeting deadlines) in the process were time consuming. A large number of requests were sent to different sources. The results were initially disappointing although the outcome was realized. At the outset of the Practicum the writer didn't realize the extent of the applications she would write, or the number of rejections, or the small amounts that would be awarded for major proposals.

Two of the more disappointing rejections centered around large grant requests. Before the proposals were submitted the writer had the professional grant writer review the proposals. As often was the case, modifications and additions were suggested. Corrections were made and then, and only then were the proposals submitted. Young, Smith, and Mclean (1988) state that limited mechanical skills prevent many deserving agencies from receiving funding. The writer didn't want that to be one of the reasons for denial. In the writer's opinion and in the view of others who read them, the submissions were quality

proposals with substance. Nevertheless, the proposals weren't funded. Submission of quality proposals doesn't guarantee funding either. There are so many legitimate, qualified, and deserving programs competing for limited financial resources.

As mentioned previously, the proposal that was declined by a major foundation was disapproved because the youth center requested donations (not called fees because the offering was not obligatory) from the participants. Admittedly, the funder recognized that the requests were nominal but stated that any request for funds from participants was reason for rejection.

The writer had a different point of view and shared her thoughts with the funder. While the writer wished she didn't have to request the donations, she thought the solicitation for contributions was justifiable.

The revenue was only used to purchase supplies and equipment for participants and never used for salaries. The writer theorized that the donations gave youth a sense of ownership in the program and helped them to assume some financial responsibility. Furthermore, the donations weren't mandatory. No participants were ever asked to leave the program because they were incapable of making payment. The writer even told the funder that she would cancel requests immediately since that was a concern of theirs.

The funder also mentioned that there were not

sufficient comprehensive services for the poor. The writer acknowledged that she expected the program to expand to include drug prevention programs, counseling, pregnancy prevention, and more youth leadership initiatives. However, for these programs to be realized, funding had to be in place first.

The funder noted that a proposal could be resubmitted in a year. The writer was disappointed and frustrated. Her energy was shattered. When she informed the professional grant writer, her response was somewhat disheartening yet encouraging. The grant writer maintained that the resilience of a person who writes proposals lies in "bouncing back" from the number of rejections that are received. There will be many more. What is important is to be persistent because someone will eventually fund the program or part of it. In the long run, it adds up, and eventually funding sources become more receptive to the proposals. The writer kept that in mind as her energy rekindled and she continued on her mission.

Even when funding was committed to the program, there were obstacles. On two occasions, the writer approached the pastor for help in securing funds that were awarded to the program. On one occasion, the borough president's office consigned discretionary monies to the program. However, one of his staff mistakenly declared that the funds were to be withdrawn. The pastor immediately called and sent a follow-

up letter to the office. The problem was resolved in a matter of days.

On another occasion, $3,000.00 was pledged to the program for the current fiscal year. The problem is that the funds have to be expended during the fiscal year that was coming to a close. After several promises, telephone conversations, and a letter of reminder, the writer asked the pastor to intercede. The pastor has pursued the issue. The councilman recently announced that he appreciated our patience and has agreed to increase the award to $4,000.00 and the funds will be distributed shortly.

The writer will not be surprised if the money wasn't forthcoming for this fiscal year. However, she hopes that the money will be given to the program immediately for the next fiscal year which begins in 30 days. Of course, there's the possibility that the funding will never be received.

Appealing to corporations for financial support was fruitless although the right moves were made. Volunteers identified local firms with strong affiliations in the same metropolitan area where the youth program was located. They also secured the names of contacts before giving the director the mailing list. A brief letter was sent highlighting the program and asking for guidelines for funding. The responses were standard. They acknowledged the importance of the program but could not support the youth center at the present time.

The writer realized that a number of rejections was due to the economy. However, she also realizes that a certain number of negative responses were due to the affiliation of the youth program to a religious institution. The parish team, especially the pastor, has been very supportive of the young people, and without the generous donation of facility space the program could not exist. The parish has affirmed that commitment and also encouraged all the youth in the neighborhood regardless of race, ethnicity, or religious affiliation to join the center. However, in spite of the non-sectarian programmatic activities, some potential corporate sponsors shy from a commitment of financial support. The answer may be for the ACTION YOUTH program to disengage from the parish's name and secure a separate non-profit status. That decision is seriously being considered.

Another problem with obtaining corporate sponsorship is the nature of the youth program. The program is community based, and many funders prefer donating to national organizations. The writer has begun to address this issue. She joined a coalition of agencies in the neighborhood who are exploring different ways support services that could be shared as well as exploring options of upgrading existing programs, and improving services to the youth. Collaborative efforts towards appealing to sponsors have a better chance of succeeding, rather than different agencies competing for the limited financial resources. Also, corporate

sponsorships prefer contributing to groups that can demonstrate they provide extensive comprehensive programs. The partnership allows for agencies to maintain their unique identity while enhancing programs for young people. The coalition is in its embryonic stage but could prove to be a strong force in providing programmatic support to each other and enriched support services to young people.

For example, the coalition has looked at staffing needs for the youth center. It may be possible that a staff person will be hired to work with the director without a cost to the program. One of the local school districts has verbally agreed to pay for a per session teacher as long as special needs children are also included in the program. This is no problem because some special needs students are already in attendance.

For the next fiscal year, the program has already surpassed the amount of funding committed during the current fiscal year. This was made possible by the community board's award of $17,000.00. Furthermore, there should be a matching grant from the city's youth agency. However, there's a potential obstacle that threatens the total grant award. The mayor has announced deep cuts in the youth services agency's budget. The decreased budget for the youth agency translates into across the board reductions in grants as much as 40%. The final outcome is uncertain.

The writer is more optimistic about funding sources for

the upcoming fiscal year. There are three proposals under consideration by different sources. Even if only one is approved, it will help. She also has verbal commitment from the councilwoman, and a written promise from the borough president about renewing his commitment. The state senator has also authorized funding to be awarded to the program. Less hopeful but still a possibility is the funding promised by the councilman.

When the writer began implementation, she was skeptical about her chances of obtaining funding from politicians. However, they have been surprisingly helpful. The positive results from the politicians reminds the writer about what someone said to her years ago. "Just because an option seems improbable, it doesn't mean it's impossible to accomplish." Her success with the city and state representatives also has encouraged her to approach the congressman again.

The writer didn't undertake as many fundraising activities as first projected. One of the problems was time. She didn't have the chance to meet with people to plan. For the two previous years, the youth program sponsored a carnival that was well attended by children and parents. Even that activity had to be placed on hold. When one of the community residents heard that the carnival was postponed she offered to help for the next scheduled one. She volunteered to help with purchases of prizes and gathering donations.

The writer didn't appeal to many merchants although a few were asked and responded affirmatively. She limited her requests because many merchants were contributing prizes to the annual card party sponsored by one of the parish's groups, and some others supported the different Little League teams. The writer was very conscious of the warning articulated by Stier (1988) who stated that too many appeals to the same merchants could cause a negative response for all groups. However, the writer has other plans to reach the merchants for support, and is expected to follow up shortly.

Volunteer Support

Gubbels (1989), Tedesco (1990), Rauner (1985), and Raines (1985) assert that volunteers are critical to an organization's operations. The writer emphatically concurs. The impact the volunteers have had on the program had immediate and long-range benefits.

There were volunteers who helped with direct supervision, and others who helped in ways the writer never envisioned. The support the director received from the grant writer was invaluable. The experience has improved the director's grant writing mechanical skills and given her a broader understanding of the process.

The former director of the community based program the writer mentioned previously has assumed a leadership role in the long-range planning for the program. He has suggested

several key strategies that should help improve the program by solidifying the structure of the youth program. He has introduced the writer to key players in a large coalition who have experience in strengthening agencies and improving services to constituents by forming partnerships in targeted underserved neighborhoods. The writer will be communicating with the organizers of the coalition within the next few weeks.

Volunteers also helped with direct supervision. The most difficult hours to find adult support were during the afternoon because most people were working. This was also a critical time that the writer needed volunteers because of the many participants who attended the program during this time who were in need of homework assistance. There were three adults who gave an afternoon a week to help in the program. They were indispensable and were greatly appreciated.

Four additional volunteers have recently come forward. to moderate the teen group. The teen club was one module that suffered because the meetings were scheduled on one of the nights that hours were extended to accommodate more teenagers for recreation. The writer couldn't divide her time between the two components, and was hoping she would be able to get assistance. The pastor encouraged one parishioner who was very talented with music to help. The other three volunteers have helped in the program previously

and asked where they could be of greater help.

The volunteers are facilitating discussions focused on topics relevant to the teenagers. They have also collaborated with the teenagers on performing community service projects. They plan to draw a mural on the wall of one of the community gardens, help the senior citizens group with their annual crafts fair, and entertain the elementary age children at the rescheduled carnival.

The writer has commitments from several people who are willing to help in the fall. Two parents have agreed to supervise the fitness room so that the assistant director can work on other projects. In addition, one resident has offered to help with fund raising activities.

In the meantime, the writer has sought other support. While the per session teacher who should be assigned in the beginning of the school year would be a tremendous addition to the homework component, other people are still in demand. What the writer plans to do is to speak to the heads of educational and recreational departments in the local colleges to explore the possibility that college interns could be assigned to the youth center as part of their in-service requirements for degrees.

The director has also talked with a community organizer who operates a work program in a local high school. She is looking at the possibility that some of the high school students could be assigned to the writer's program.

Admittedly, the parents who came forward to help the director were few. Many of them worked second jobs, late hours. Some of them were very apologetic regarding their inability to help. Others won't get involved for whatever reasons. The writer doesn't make judgments as to which parents can help and won't help. Some parents did help. One parent addressed the community board when it was time for the oral presentation for the written proposal that was submitted. She spoke about the quality of the after school program. She mentioned that she was moving, but had decided to leave her child in her present school, not because of the school, but because of the close proximity of the school to the youth center. A board member later reported to the director that the parent's opinion about the youth program strongly impacted on the committee's decision regarding the grant award. This situation affirms what Gubbels (1989) stated when he declared that parents can be powerful voices of influence.

A couple of parents informed the writer that when they received the letter requesting volunteers, their children discouraged them from volunteering. Their siblings told them that they would be embarrassed if their parents came to the center. This is one issue the writer didn't expect. She was only informed of this problem recently. She will address the issue with the young men, and reiterate reasons why the parents are needed. She will also emphasize how their

parents could help in situations where their children wouldn't have to be involved.

The number of youth who volunteered in the program exceeded last year's numbers. The young people were more consistent with their service, and have contributed to keeping the program operational. They were welcomed additions to the program.

Schine (1990) hypothesized that youth volunteers would also profit from their experience. The writer is in accord with that premise. The volunteer's help benefited the elementary aged children and enriched the teenagers' personal characteristics. The writer could see the confidence building in them, and their improved sense of self esteem. A couple of them expressed that conviction when they discussed in front of the youth services' committee of the community board what the youth program has meant to them. When they talked about the various activities in the youth center they highlighted their involvement with the younger children as the most rewarding experience. They felt good about what they accomplished.

The writer applauds all the volunteers. She concurs with Gubbels (1989) when Gubbels contends that volunteers should be recognized for their efforts. All the volunteers in the youth center were acknowledged at an end of the year awards ceremony.

Future Plans

The Practicum experienced intensified the writer's efforts to keep the program operational by seeking help from different funding sources and requesting more help from local residents including the youth and the adults. Those efforts will continue, and some plans are in the making for improving that experience.

The writer with the support of the grant writer and the former grass roots director are exploring funding sources that will help improve specific components of the program. One component they are seriously examining for funding is the fiscal management portion. As funding increased, there was a greater need to maintain accurate up-to-date records. This was an extra burden on the writer. Funding is being pursued so that someone can be hired to be solely responsible for this aspect of the program. In the meantime, the writer asked the parish accountant to help her. He was gracious and affirmative in his reply and will help setup a user friendly computer design for the writer.

The board of directors has also been included in the long-range planning. The board of directors is examining ways it can provide additional support for the program. For upcoming meetings, the board members will identify parishioners and residents from the community who have professional experience in different areas. A sub-committee will be formed to begin outreach to these people asking them

for their support. This approach removes pressure from the director and frees her to execute programmatic projects.

The board in discussion with the director have already explored several activities for the coming year that should engage more diverse group of teenagers and their families to participate in the center while simultaneously raising funds for the program. Some special activities that have been identified include sponsoring a youth rally, and rescheduling the children's carnival. For cross-generational involvement in the program, the youth center is considering sponsoring a square dance, a field day in the park, and another fashion/talent show in the fall.

The director is also in the process of exploring options for modernizing the physical structure of the center. She has been fortunate to receive the help of two architects who have donated their services. They are drafting plans for soundproofing the homework resource rooms and modifying the balcony of the gym so that the exercise equipment could be transferred to that area. Of course, once the plans are completed, the other task is to seek funding for capital improvements. Some foundations have already been identified and in the next few months proposals should be submitted.

The director with the help of the grant writer and others is still seeking other sources of funding. Some new requests will be made in the future to different

organizations. She is also examining parts of the program that can be enhanced, and what other realistic services could be provided that are not already being offered by other programs in the neighborhood.

She acknowledges that there should be some attention given to providing on-site counseling, drug prevention, teenage pregnancy prevention, and other family support programs. If the youth center cannot provide those services, perhaps some of the other neighborhood agencies could have staff persons on-site who could. In the meantime, she will continue to refer the youth to other agencies that have some of these resources.

The director also expects to involve more teenagers in the decision-making process of the program, and encourage them to participate in different community activities. The writer wants to help empower the youth in the program and in the community. For that to happen, more leadership workshops have to be scheduled. She believes in the aphorism that states. " You give a man a fish, you feed him for a day. You teach him to fish, and you feed him for life."

Conclusion

Operating a non-profit youth program requires dedication and commitment especially when funding is extremely limited. In reality, the problem of money is on-going and will never cease because the agency needs funding

consistently. One might say that the program can function solely on volunteer support such as what basically happened with the youth center the past year, and just seek funding for supplies and equipment.

Temporarily, a program such as the youth center can operate with volunteer directorship, but not for long-term. Many large funders only support programs that demonstrate consistency, and have staff who are accountable. They are looking at funding programs with paid staff because there is a commitment of service, and as is most often the case contractual obligations. Even in the case of the writer, she could not remain in a position such as this without funding because she has family obligations and financial responsibilities to be met. In addition, supplies and major equipment are needed for the program. Therefore, funding is essential.

With this in mind, the writer recommends that a person sharpens his/her grant writing skills by attending workshops and seeking the help of individuals and other agencies. Fundraise with different activities and look to local politicians and merchants as sources of support. Furthermore, network with other agencies and recruit volunteers who can share their talents.

The center will definitely continue to operate for the next fiscal year, and remain a quality caring program for our most precious resource, the young people. Long-range

plans are being reviewed and implemented to keep the program operational optimistically for many years to come. Realistically, only time will tell how much more improved the program will be, or if eventually it has to curb programmatic activities. Whatever happens, no one could ever say, that people didn't care.

Recommendation

The director employed different strategies to continue the youth program. At times, she was uncertain whether or not she would be successful. However, with the encouragement and support of others, the program survived. It not only survived, but continues to be a safe haven and quality program for young people. One of the keys to the success of the program were the few volunteers who came forward.

In the past, the director felt that she would be imposing on people if she asked for assistance. However, she's come to the realization that there are people who want to help. Therefore, the writer strongly recommends that you ask people to help.

Admittedly, the number of volunteers were small in comparison to the nearly 500 participants who were involved in the program. But, one can be reminded about the beginnings of Christianity. Christianity began with 12 disciples, 12 volunteers. In the writer's program, the adult and youth volunteers increased in comparison to the previous

year. It's a slow process but there is hope that more people will come forward.

In addition, the members of the board of directors are also examining ways to recruit volunteers. With a more concerted effort, the results could be more positive. The writer and the pastor realized that if other persons recruited volunteers, the numbers could increase because there is a team enlisting people rather than just one person.

The director's decision to request financial support even from sources she thought were doubtful prove to be a benefit for the program. It demonstrates to the reader that if a strategy initially seems to be weak, further thought or discussion should take place before it is completely rejected. If the writer would have stayed with her initial thoughts, at least half of the funding would not have been there for this year, or forthcoming for the next fiscal year. Political support also opened opportunities to help the program in other ways.

As mentioned previously, one of the aides of the congressional representative has shown immense interest in the computer resource room and may be able to enrich that component. Furthermore, the state assemblyman has sent several notices to the program that has provided other rewards for the participants. Some of the children and their families participated in a Christmas benefit hosted by the

politician; others participated in fairs at the park during the spring. The state representative also donated boxes of cookies that were distributed to the children and to the homeless population. He has also shared the names of corporations who are willing to donate products for carnivals and other special events.

Obtaining the help of the community board or an equivalent local political division in the community can be of tremendous assistance. The writer discovered that the community board wasn't all that familiar with the program even though the program's newsletters were mailed to one or two members. What the writer finally did was to extend the mailing list to include other key people from the board. She also began to communicate one-to-one with them about the program and its value in the community. She invited them to visit the program. While some haven't visited as of yet, others have. They were very impressed. When the program now submit proposals, letters of support are also included from the community board. These letters help any program who is soliciting help from a first time funder. The letter substantiates that the program is a bona fide program that is known in the community for providing quality programs.

The writer also strongly recommends networking with other groups and if possible, form coalitions. There is strength in numbers. In addition, other agencies may be able to render services that your program cannot provide to

clients. What's important is for young people to receive essential support no matter who is providing it. Furthermore, agencies that have formed coalitions are more appealing to funders than small individual programs.

The writer also suggests that visits and conversations with funders should be followed-up with letters. The follow-up serves as a reminder to potential supporters who often are overwhelmed with requests. Other contacts should also be sent letters briefly mentioning the visit and acknowledging their efforts. Thank you letters should be sent immediately after receiving funding and other support. These are small items, time consuming, but are critical in maintaining relationships and forging networks.

The writer also recommends that a calendar of events is maintained and a precise schedule of deadlines posted so that an agency doesn't overlook application and submission deadlines for grants. If possible, target one person to review the calendar and bring attention to it weekly.

Once grants are received, maintain separate books no matter how small the grant is. The writer had headaches from the financial paper work. She made the mistake of keeping the grants in one large book that was divided among the different funders. It led to problems because the receipts and invoices were too many. The book became too bulky and papers would separate from envelopes.

The writer had one problem that had plagued her

throughout her life. She didn't know when to pause from her work responsibilities and relax especially when problems began to be overwhelming. Now, she takes an hour or two a week for leisure. Recreation is critical for her survival. She sees it as her re-creation. She suggests that others pause from time to time to do something for themselves, otherwise the body can easily collapse, and then you are of no value to anyone.

Dissemination

The writer plans to share her Practicum intervention with others, and actually has done so already. She is sending the youth center's newsletters to a broader range of groups and individuals including politicians, funding supporters, merchants, and church groups.

She has also kept the community board and the local police precinct's community council informed of all activities. Furthermore, she has heightened the community's awareness of different activities by sending information to the local newspapers and placing flyers on the community bulletin boards located in several stores. She has also sent literature to the local elementary schools informing them of different programs.

Inviting political representatives to program's activities is one technique to disseminate information about the program. For example, politicians were mailed

invitations to the Awards' Night honoring participants and volunteers. Two congressional assistants representing separate congressmen were part of the audience. One assistant spoke briefly to the honorees, and the other assistant acknowledged the volunteers for their service by giving them certificates from the congressman.

Both assistants were given a tour of the facility and introduced to some of the participants. One of the aides mentioned how impressed she was with the program. The writer is certain she will relay the positive impression to the congressman.

The writer has also been in touched with a city politician who is very concerned about the proposed budget cuts throughout the city, especially those that impact on youth groups. The writer met with the politician and then was invited to join him at a press conference and speak to those who were in attendance. The writer identified herself and spoke briefly how the budget cuts would negatively impact on the youth.

There are other plans in the making to disseminate information to the community. Stier (1988) asserted that fundraising activities heightens visibility of a program in the community. The writer accents this statement and takes it one step further by stating that any constructive activity can awaken the community's awareness of a program.

The writer has had discussions with the pastor, the

assistant director, and young people regarding this very topic. Some of the teen leaders have agreed they need to do community service that would enhance the youth program's presence in the neighborhood as well as doing something that would benefit the community.

A new component for the program will be ACTION YOUTH CARES. The component will center on youth leadership initiatives. For example, the youth will inaugurate an anti-graffiti program by replacing graffiti marred security gates with murals and positive drawings. This is in addition to the already mentioned mural they plan to do in one of the local community gardens. They will also be encouraged to participate in street clean-ups, and help serve dinners during the Christmas season to the destitute people in the neighborhood.

The writer thinks an annual journal featuring different activities sponsored by the youth center could help with dissemination. The journal would be distributed to community residents, merchants, and the other groups mentioned previously. The journal could be informational for the community as well as serve as a fundraiser for the program. Merchants, individuals, and groups will be encouraged to advertise in it.

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APPENDIX A

ACTION YOUTH PROGRAM

Appendix A

ACTION YOUTH PROGRAM

Youth, Their Future Begins Today. Invest In the Future.

Afternoon Program

Educational/Support
Recreation
Mondays - Fridays
2:00 p.m. - 5:45 p.m.

Afternoon program offers a variety of programs including homework help & academic support, computer lab, recreation, sports, cultural activities, and arts & crafts.

Homework: Students begin afternoon by completing school assignments. Participants are expected to work on their own, and will be given assistance with assignments.

Reference resource material (dictionaries, encyclopedias, magazines) are available for participants.

Resource Room: Computer lab is available for participants' use. Educational Software materials are available for participants in the following subjects: math, science, reading, language arts, spanish, and social studies.

Recreation: Safe, supervised, caring, health environment
Sports: basketball, whiffle ball, volleyball,
Table top games: billiards, ping pong,
Board games: Connect 4, Checkers, Chess, etc.
Cards, Uno, Jacks, and many more.

Special Activities: pizza parties, children's carnival

Summer Program: Trips, Supervision. See separate flyer.

Evening Program

Resource Room/Recreation
Teen Club
Mon., Tues., Friday
6:00 p.m. - 9:00 p.m.

Resource Room: Computer lab for participants' use. Word processing software for students to complete written assignments.
References and other resources available.

Recreation: Sports: Basketball, Volleyball: recreational and competitive.
Fitness/Exercise room opened for participants. Universals, free weights, tread mills, climbers, etc.

Teen Club: Teenagers meet with adult moderators. Discussions focus on issues affecting teenagers. Teenagers are encouraged to participate in volunteer community activities.
Workshops and retreats are planned.

Special Activities: Junior high school dances; community service projects are planned;

****

Special Programs for Adult Community Residents

Aerobics: Thursdays, 7:00 p.m.

Healthy exercise with supportive company. A whole lot of fun!!! Aerobics group can also use the fitness room.

****

Note: There are many other programs sponsored by St. Francis Xavier to service the young people in the neighborhood. Some of the programs include boy scouts, brownies, cub scouts, girl scouts, and Little League baseball and soccer. For more information please call the numbers listed on this flyer.

APPENDIX B

ATTENDANCE SHEET

DAILY ATTENDANCE SHEET

_____

Component

DATE_____

STUDENT'S NAME

APPENDIX C

VOLUNTEER SIGN-IN SHEET

VOLUNTEER SIGN-IN SHEET

Date_____Day_____

Volunteer	Scheduled Time

APPENDIX D

ACCOUNT SHEET FOR FUNDING SOURCES

ACCOUNT SHEET FOR FUNDING SOURCE

Organization's Name: _____

Total Amount Allocated: _____

Deadline of Allocation: _____

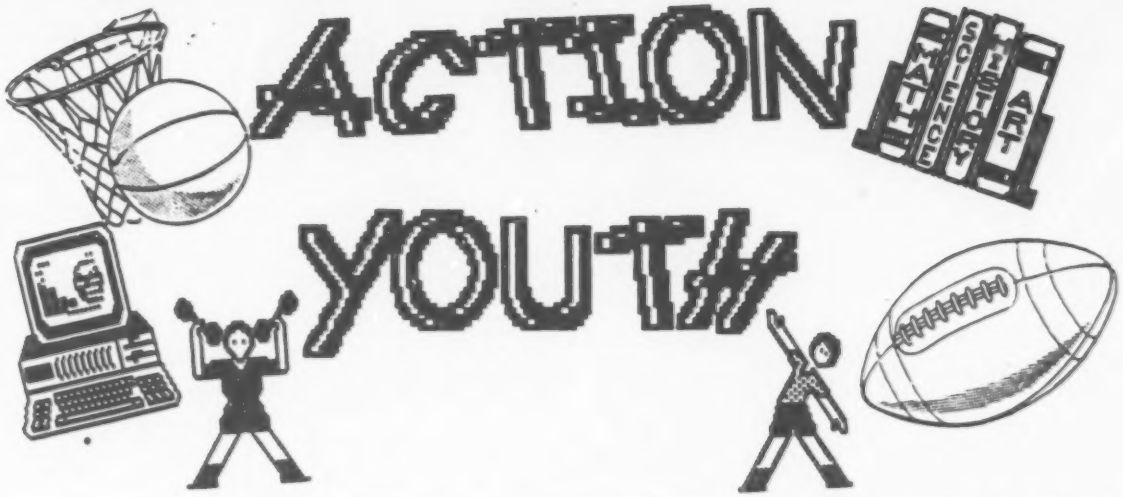
Item Description	Quantity	Cost	Balance	
			Date	Amount

Notes: _____

_____

APPENDIX E

NEWSLETTER



ACTION YOUTH Newsletter is published by St. Francis Xavier's Youth Center

Annette Frances Hall, Editor
Catherine Cabeza, Assistant Editor

WHY MOST TEENS ARE SAYING NO TO SEX?

A question today that makes a difference for tomorrow.

In today's society, sex is everywhere, it seems every one is doing it. Whether it's on television or in real life, but is that a fact, is every one doing it?

As I interviewed teenagers in the neighborhood, their views on abstinence are mixed. Some feel they're responsible enough to have sexual relations. However, most of them are deciding to say no to sex until marriage. They believe that in light of present day health risks it's best to stay virgins until marriage. Chastity is the best decision.

Many celebrities are encouraging their efforts. One of these well known celebrities is Phoenix Suns' forward, A.C. Green. Green has started his own campaign for the practice of abstinence. He believes 100 percent in what he is doing. He also practices abstinence. Mr. Green plans to remain a virgin until marriage.

Whether or not you feel that you are ready to be intimate with your partner, facts show that 40 percent of teenagers will become pregnant before graduation, 2 percent will have an abortion, 33 percent of these teenage girls have babies, and end up on welfare, and only 5 percent will eventually go back to school to obtain a GED or diploma. The future for teenagers who have babies is gloom.

What about condoms? shouldn't they protect us! Condoms are recommended to prevent pregnancy and sexual transmitted diseases, but they are not 100 percent safe. Condoms sometimes have holes or tears. Consequently, giving you no protection against Std's such as AIDS.

Saying no is clearly a choice every one should be proud of. Abstinence builds character and not only does it show belief in yourself, it gives the next generation a chance for a healthier life style.

by *Odessa Amanda Marks*

Youth, Their Future Begins Today. Invest in the Future.
Please Help. Volunteer!!!!!

Upcoming Events

Youth Expo

Just in time for the summer. To promote a violent free community, the cheerleaders are planing a Youth Expo in May. The Expo will include dancing, singing, modeling, and much more. Everyone is invited to come and be a part of the show. Dates will be posted for rehearsals. For more information, please come to the center as soon as possible. Remember this is going to be one of the hottest shows of the summer. *DON'T MISS IT!*

Basketball Tournament

Three person basketball tournament will take place in May, at J.J. Byrne Park (51's park). The tournament will be sponsored by the youth center. Players between the ages of 8-16 are invited. Registration forms will be available in the center.

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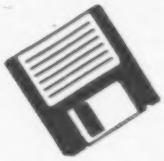
CHEERLEADERS

Progress: For the 1994 Junior Knicks League our Cheerleaders meet every Tuesday and Thursday to learn their routines; Which of course was not easy, they realized that with our team work nothing would get done. As they matured, their routines became better as they gained confidence within themselves and with each other.

At half-time, spectators can expect an eye catching show as the girls entertain them with their rhythm and rhyme. Spectators are also brought to their feet by the acrobatics of their mascot, who is only seven years old and wants very much to become a cheerleader when she's older.

The Cheerleaders would all like to thank Ms. Natasha Campbell for first of all giving them a dream and making their dreams come true, only now can they truly say they are cheerleaders. All are welcome to come out and support our cheerleaders and basketball teams.

By *Odessa Amanda Marks*



After School Center

Our after school program is the place to be. During the winter, children are encouraged to become involved in our many activities. We offer home work help, books to read, educational computer games and a safe place for your recreational enjoyment. Here are some of our expert reviews from children who attend.

Our teachers are good. Ms. Annette and Hendricks help us with our homework. When you finish, you can use computers. After that, you can go upstairs and play basketball. I think our program is the best program around. It's educational for kids and kids don't have to hang out on the streets. Kids have a good place to come.

Eric Garnier
St. Francis Xavier

The after school center is a good place to come. It has homework help and recreation. For recreation, I like to play pool, computers, basketball, and football. Before we go upstairs, and after we finish the homework, we can play with board games and do other quiet things. I like playing with "Leggo". I like the after school program so much that I also come to the summer program.

Blair Murph
P.S. 282

Basketball

Competition is in the air. Our Junior Knicks League is well on its way. Action Youth and the Bedford YMCA teamed up to give spectators the enjoyment of watching talented players and good sportsmanship.

All our players will be given tee shirts and a ticket to a Knicks' game for their efforts to create positive thinking, enhance sportsmanship, and build friendships within the community. The Saint John's Panthers are not apart of our Junior Knicks' League but they will be playing in the near future.

Thanks to the coaches who have volunteered their time and expertise for the youth in the community.

The following is the standings at this writing.

TEAMS	W.	L.
Youth Service	6	1
Faith	5	2
Action Youth "A"	4	4
Camp Friendship	3	4
Action Youth "B"	0	7

Championship games will be held shortly. Dates are available in the Center.

Discoveries

Wanted. Extraordinary Talent which can be displayed in an Artistic Form.

Sounds interesting? It is! Our center is in need of talented people like yourself. Here's your chance to be able to express all of your talents in a safe and friendly community.

The Youth Center is open to every one, all ages. Why not be a volunteer?. This is a good way to earn your community service for college or to gain work experience. If being a volunteer sounds too demanding, it's not! Everyone is getting into the mix. Whether you're into singing, dancing, weight lifting, academics, or computers, we have a place right here just for you.

This is just what you've been looking for, great people, a safe community, and a guarantee good time; Well your prayers have been answered. The youth center welcomes everyone to come out and enjoy.

by *Odessa Amanda Marks*

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APPENDIX F
NEWSPAPER ARTICLE

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Park Slope Honors Its Exemplary Youth and Role Models

The exemplary youth of Brooklyn and the adults who work in their behalf were honored recently by Community Board 6.

At a meeting of the board at the Berkeley-Carroll School, 181 Lincoln Place, Annette Frances Hall was honored with the second annual Robert Acito Youth Involvement Award. A woman of many talents and an exceptional role model, Hall is the volunteer director of the St. Francis Xavier Youth Program in Park Slope.

Acito, the late district manager of CB 6, passed away on January 25, 1993 at the age of 44.

Hall was recognized by Community Board 6 and its youth coordinator, Gail Cohen Fier, as "a strong witness for solid values" and "unselfish in her giving."

Thomas Smith received a certificate of appreciation in Acito's name for his contribution to the area's youth.

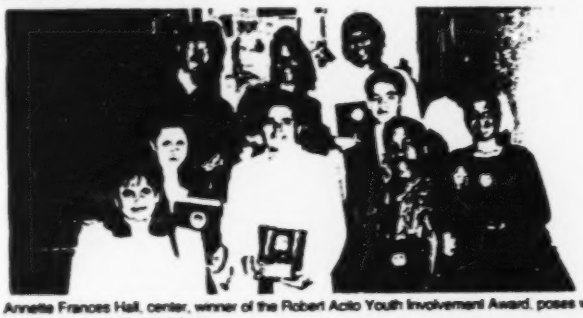
The majority of the honorees were youngsters themselves, with nine receiving plaques from Steve Foster, a representative for Brooklyn Borough President Howard Golden. Plaque recipients were Omayda Figueroa, Crystal Powell, Shoshannah Burnett, Roselle Franklin, Joo Kwon, Merari Cassell, David Perez, Janna Berke, and Tanya Perez.

Receiving certificates of appreciation were: Joseph Dugan, Louis Lucci, Naiecha Campbell, Pascale Duvert, Melissa Hall, Patricia Montalvo, Tamisha Fields, Jimmy Santana, Naire Tripp, Angelo Yumet, Andrew Taylor, Arica Pratcher, Shareeda Baccus, Sheeleza Baccus, Robert Cordero, Tyrone Creville, Nicole Darnell, Michelle Gibbs, Carolyn Gibson, Gloria Gonzalez, Neisha Johnson, Wolan Ma, Crystal Meeks, Laureen Pascal, Olympia Roach, Maria Reyes, Michelle Rodriguez, Phillip Shepherd, Kathyann Small, Tameka Teape, Lisa Williams, Amanada Yard, Cinnamon Chambers, Antoinette Brown, Martha Luna, Phillip O'Brien, Christine Snyder, Anthony Laguer, Gabriel Cotto, Yesenia Olmeda, Shawn Crevelle, Celeste Gibson, Natasha Evanston, Monique Burgess, Hanna Ahary, Evelyes Rodriguez, Denise Rodriguez, Avyanke Hernandez, and Jacquet Stanislaus.

A group of community-minded teens show off their certificates of appreciation from Community Board 6

Photos by Eric Enginar

These 18 young people were among several dozen honored at a recent community meeting.



Annette Frances Hall, center, winner of the Robert Acito Youth Involvement Award, poses with the nine young plaque recipients.

Beth Elohim Early Childhood Center
Garfield Place & Eighth Avenue
Park Slope, Brooklyn
499-6208

Space Still Available For Waterplay Program

Summer '94

Ages 6 mos. - 3 years
With Parent or Giver

For Registration & Information
Call Maura Lorenzen
718-499-6208

Children Of All Faiths And Ethnic Backgrounds Welcome

Honors For Youth Role Models And Volunteers

Community Board Six Awards for Youth Involvement were presented recently at the Berkeley-Carroll School.

Annette Hall was honored as this year's recipient of the Robert Acito Award for Youth Involvement from the Board. Hall was recognized for her continuous dedication and commitment to the youth in the community. As the director of St. Francis Xavier's Action Youth Center, she serves as a positive role model to the hundreds of children who participate in the program's activities.

Hall grew up in the community and has lived here most of her adult life. She is also completing her doctoral studies in Child and Youth Studies from Nova/Southeastern University.

In her thank you speech, Hall paid tribute to the young people in the audience who were also receiving recognition for volunteer service. She also spoke about the need for quality youth care programs because the young people of today face multiple risks. Hall also stated that youth programs provide safe havens where young people are exposed to positive role models who will help them improve skills, build self-esteem, give them a sense of the future, and a feeling of hopefulness.

Annette Hall, Pauline Blake, Community Board 16 members.

Left to right: Annette Hall, Sr. Augustine, Sister Ewen Graves

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